

Commonwealth of Virginia



Information Technology Strategic Planning



Welcome & Introductions

◆ Your Facilitators

◆ *John Wheatley*

◆ *Jane Conroy*

◆ Introduce Yourself

◆ Name

◆ Position

◆ Organization



Virginia CIO Address

Virginia's Chief Information Officer

Lem Stewart



Agenda Review

Day 1.

Update on planning process to-date,
education on planning model.

Overview of stakeholder and input data
sets.

Create a Mission and Vision statement.

Identify internal and external drivers
(SWOT analysis).

Lunch

Develop Goals.

Investment Board departs for meeting
(4:00 p.m.)

Adjourn (5:00 p.m.)

Day 2.

Review Day 1.

Develop Objectives

Develop Measures

Lunch

Develop Measures Cont...

Identify Initiatives

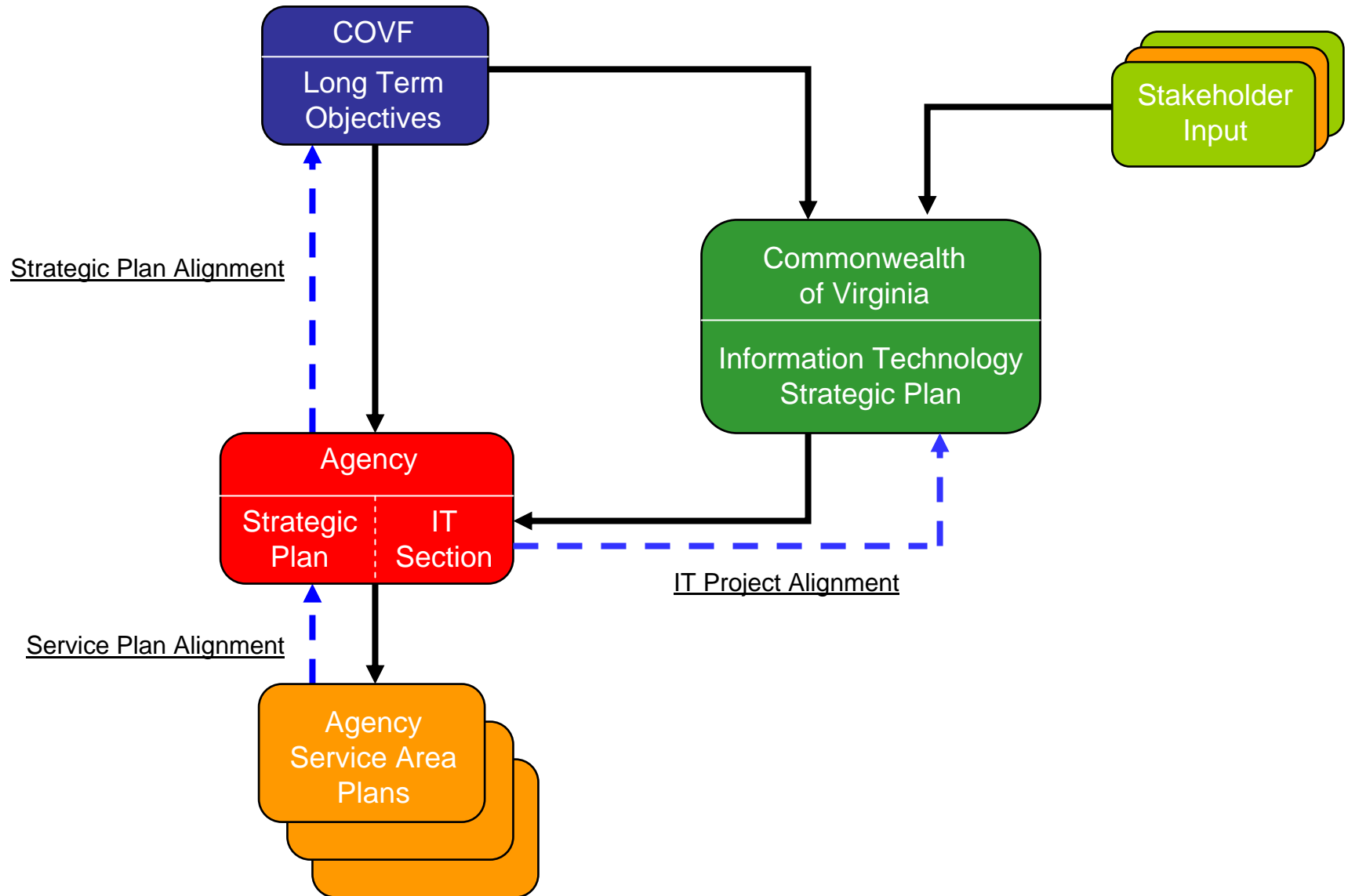
Investment Board departs for meeting
(4:00 p.m.)

Closing Sessions/Next Steps

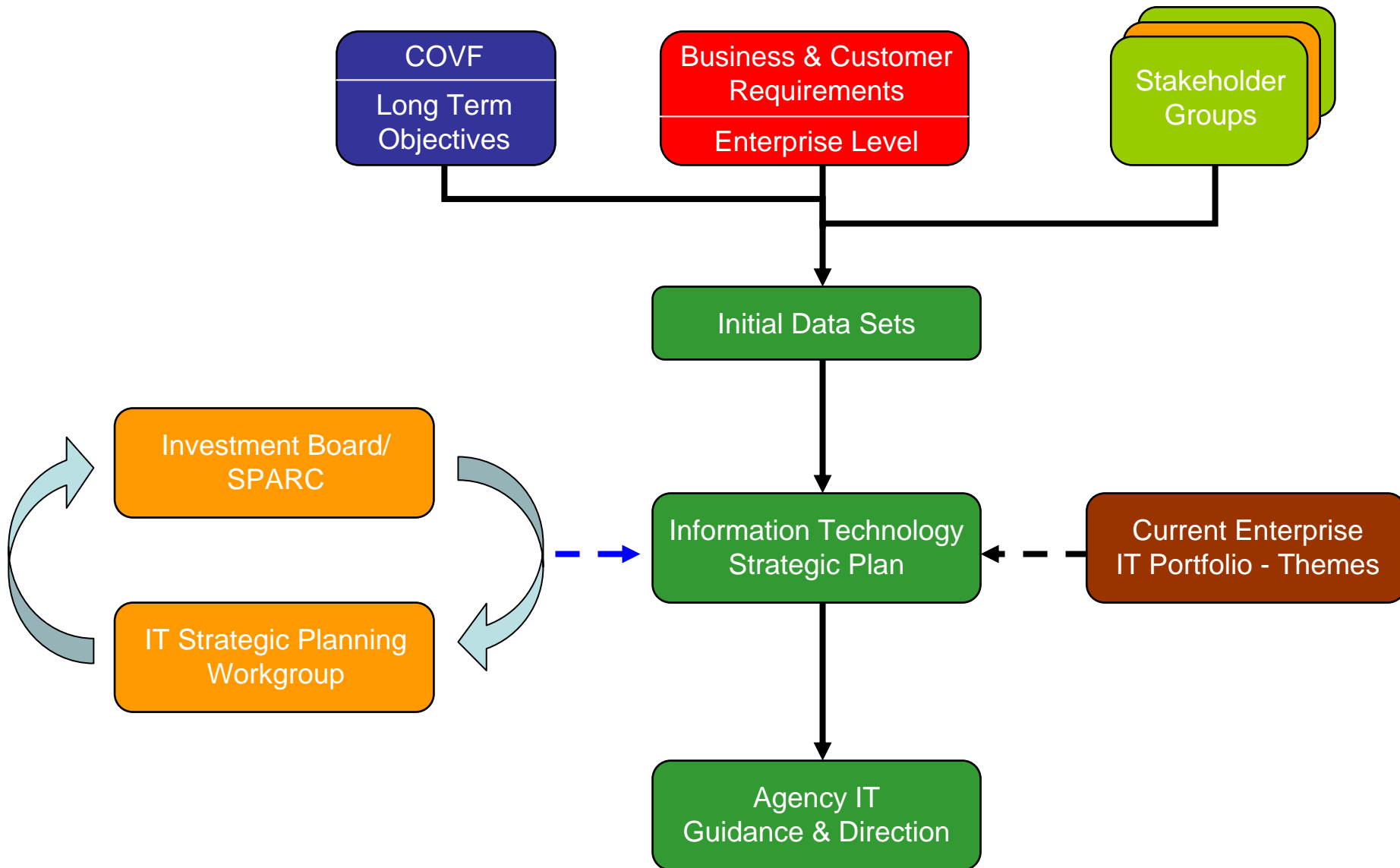
Adjourn (5:00 p.m.)



Plans & Alignment



Process To-



What Is Strategic

A Disciplined Effort that:

- ❖ Establishes Direction
- ❖ Guides what an entity does and why they do it.

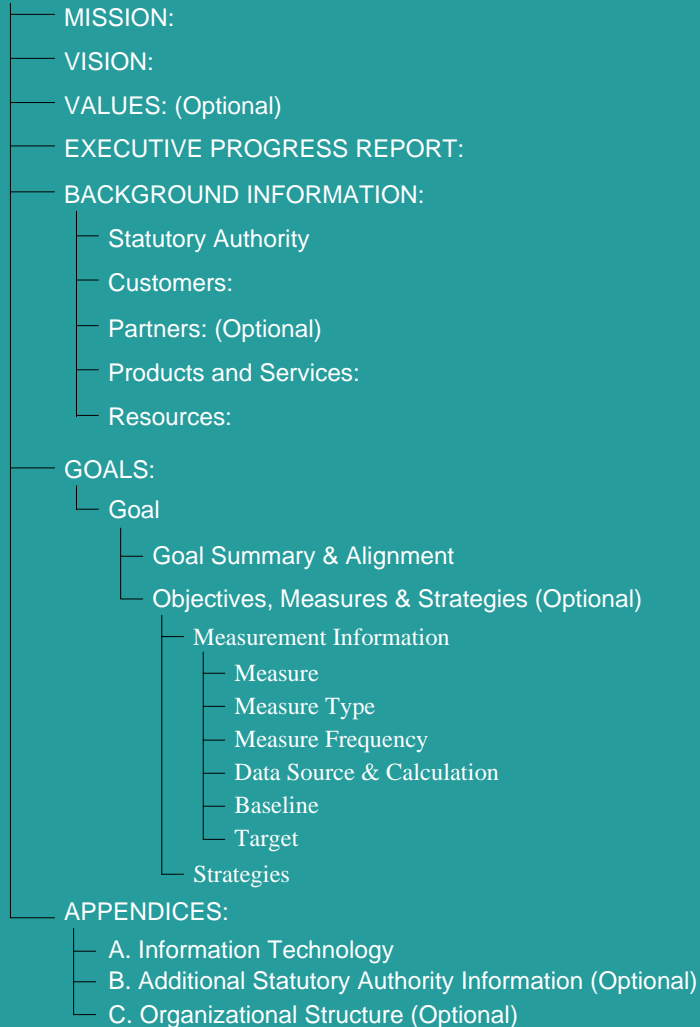
What is strategic planning?

LEADERSHIP



Plan Structure

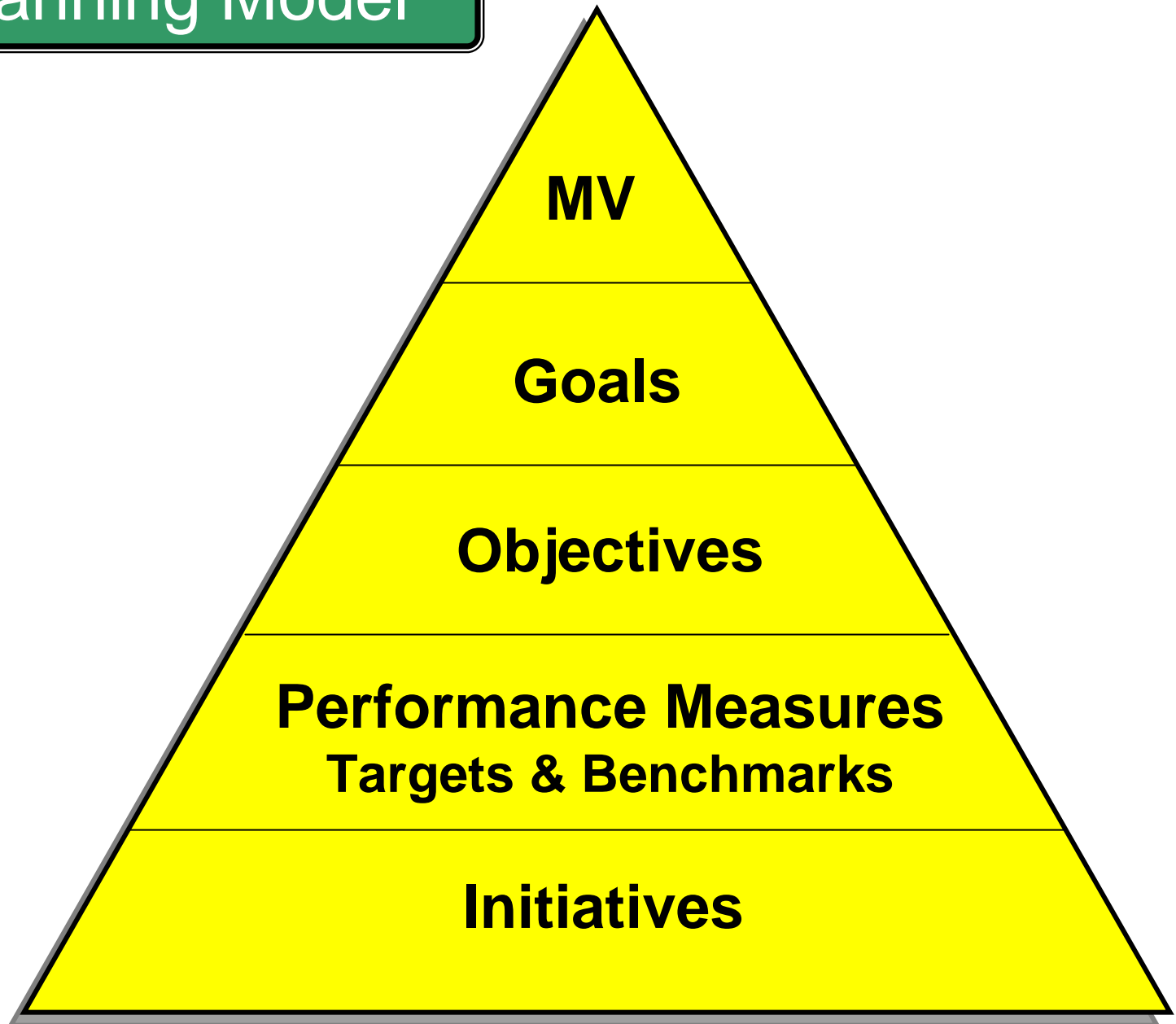
AGENCY STRATEGIC PLAN STRUCTURE



COMMONWEALTH IT STRATEGIC PLAN STRUCTURE



The Planning Model



The Planning Model

Mission:

Statement of purpose; fundamental reason for existence

Vision:

Is a picture of the future. It describes what you want to become, achieve or create.

Goal:

Broad general statements of the long-term results needed to accomplish the mission and vision

Objective:

Description of the results that when achieved, moves you towards your stated goals

Performance Measure:

Meaningful indicators that assess progress towards stated objectives and goals

Initiatives:

Action items that deliver the results needed to accomplish goals and objectives and support the strategic plan



The Planning Model Example

Goal:

To be the employer of choice

Objective:

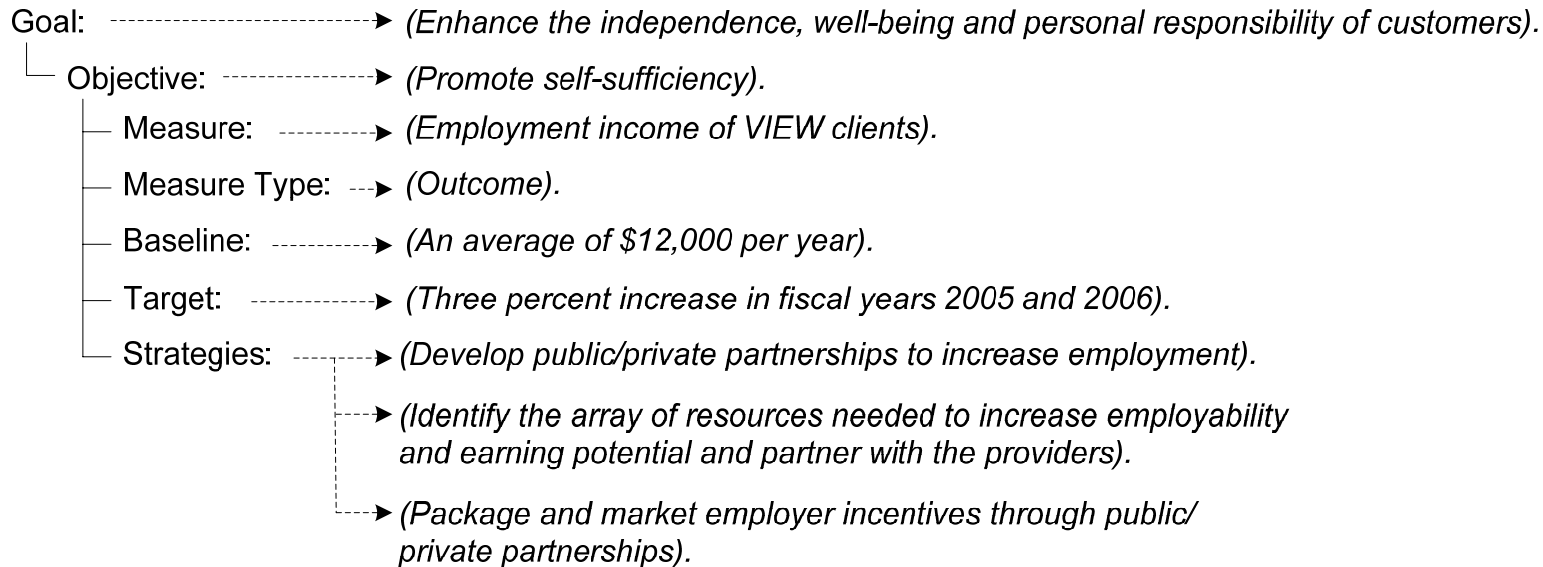
Attract and retain an exceptional and diverse workforce

Performance Measure:

EEO Stats
Turnover rate
% of Positive Hires



The Planning Model Example



To summarize: To “Enhance the independence, well-being and personal responsibility of customers” one of the desired results will be to “Promote self-sufficiency”. To be able to measure the level of self-sufficiency, the organization will monitor the “Initial employment income of VIEW clients” and will be looking for a three percent increase each year for the next two years, from its current position of \$12,000 dollar per year. To stimulate the rise in income, the organization will implement three strategies. 1) Develop public/private partnerships to increase employment. 2) Identify the array of resources needed to increase employability and earning potential and partner with the providers. and 3) Package and market employer incentives through public/private partnerships.



The Planning Model Example

Goal 1. Revolutionize service delivery to the customer

Objective 1.1 Expand customer services via a web interface.

Measure 1.1.1 Citizen services available over the Internet

Initiatives

- *One portal (standard web interface)*
- *Establish standard frames and templates*
- *Market portal*
- *Coordination of state agencies contribution to portal*

Objective 1.2 Expand customer access to web based services

Measure 1.2.1 Number of citizens with access to the Internet

Initiatives

- *Identify underserved demographics and communities*
- *Design options for public access to Internet-based services*
- *Conduct outreach and education campaign*



Packet Review

Results of Stakeholder Workshops

Environmental Factors

Citizen Services

Business Services

Virginia Government Business Trends

Virginia Information Technology Trends

Industry Technology Trends

Gartner Reports

2005 Hottest IT Topics and Trends

Hype Cycle for Government, 2005

Top Predications for 2006 and Beyond

Current Strategic Plan

I.T. Strategic Plan Refresh, 2005



Mission

MISSION:

Statement of purpose; fundamental reason for existence

Examples:

- ❖ Explore strange new worlds, seek out new life and new civilizations and boldly go where no man has ever gone before
- ❖ To make people happy
- ❖ To push the leading edge of aviation, taking huge challenges doing what others cannot do
- ❖ To solve unsolved problems innovatively
- ❖ We put out fires, we save lives, we stay safe



Mission Statement Cont...

Means of evaluating:

- ❖ *Does it succinctly describe the fundamental reason for existence?*
- ❖ *Is it easy to remember?*
- ❖ *Is it easy to understand?*
- ❖ *Will individuals be able to connect their activities to the accomplishment of the mission?*
- ❖ *Can you remember and repeat it without looking?*

Activity: Create a Mission Statement

The mission of information technology within the commonwealth is to?



Vision Statement

VISION:

A vision is a picture of the future. It describes what you want to become, achieve or create.

Examples:

- ❖ To be the premier place in which to live, work and raise a family
- ❖ A computer on every desk and in every home
- ❖ The greatest show on earth

Activity: Create a Vision Statement

*information technology within the commonwealth
will?*



SWOT Analysis:

An assessment to develop a clear sense of the:

- ❖ **S**trengths: Internal resources or capabilities
- ❖ **W**eaknesses: Internal deficiencies in resources or capabilities
- ❖ **O**pportunities: External factors or situations that could have a favorable impact
- ❖ **T**hreats: External factors or situations that could have a negative impact



Goal

Goals:

A broad general statement of the long-term results needed to be accomplished in order to achieve the mission and vision

Examples:

- ❖ To provide world class customer service
- ❖ Increase operational efficiency
- ❖ Strengthen neighborhoods
- ❖ Be the employer of choice

Activity: Develop Goal Statements



Wrap Up Day One

- ◆ Today's Accomplishments
- ◆ Tomorrows Objectives
- ◆ Tomorrow we start at 8:30 a.m.



Day Two

◆ Review Day One

◆ Objectives

◆ Measures

◆ Initiatives



Objectives

Objective:

Description of the results that when achieved, makes progress towards the stated goals

Characteristics of objectives:

- ❖ Measurable
- ❖ Describe the results needed to accomplish goals
- ❖ Usually begin with an action verb



Objectives Cont ...

Objective Examples:

Goal: “To be the employer of choice”

Objectives:

Examples:

- ❖ Attract and retain an exceptional and diverse workforce
- ❖ Ensure a competitive compensation and benefits package
- ❖ Focus on continuous employee development and innovation
- ❖ Ensure a rewards and recognition systems that reinforces the mission, vision and values



Objectives Cont...

Objectives Evaluation:

Means of Evaluating:

- ❖ Are these statements of required results?
- ❖ Are they measurable?
- ❖ Do they support the goals?

Activity: Develop Objectives



Performance

Performance Measure:

Meaningful indicators that assess progress towards stated objectives and goals

Examples:

- ❖ Violent crime rate
- ❖ Customer satisfaction rating
- ❖ Employee turnover rate
- ❖ AAA Bond rating



Performance Measures Cont

Performance Measure Examples:

Goal: “To be the employer of choice”

Objective: “Attract and retain an exceptional and diverse workforce”

Measure Examples:

- ❖ EEO Statistics
- ❖ Employee Turnover Rate
- ❖ % of Positive Hires



Initiatives

Initiative:

Action items that deliver the results needed to accomplish goals and objectives and support the strategic plan

Examples:

- ❖ Partner with non-profits to construct affordable housing
- ❖ Implement performance based contracting
- ❖ Implement a “university” learning structure



Initiatives Cont ...

Initiative Examples:

Goal: “To be the employer of choice”

Objective: “Attract and retain an exceptional and diverse workforce”

Initiative Examples:

- ❖ Establish a model for career development
- ❖ Establish and implement a mentor program
- ❖ Regularly assess employee performance
- ❖ Implement a targeted recruitment
- ❖ Develop an exit interview process to determine why employees leave



Next Steps

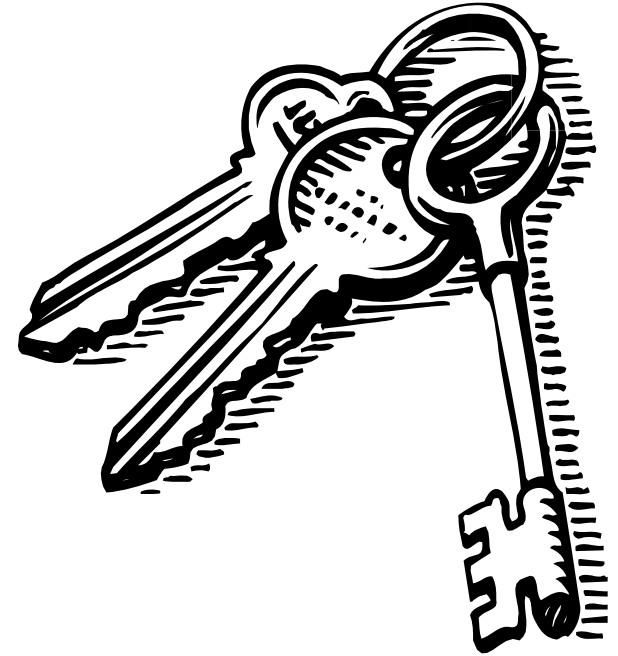
Complete the Plan:

- ❖ *Document products from the retreat*
- ❖ *The strategic planning work group will fine tune and fill any gaps*
- ❖ *The first draft of the plan will be reviewed by the Investment Board*
- ❖ *Approved plan will be published*



Next Steps Cont

Keys to Success:



- ❖ *Develop the strategic plan*
- ❖ *Ensure successful implementation*
- ❖ *Drive from the plan using it as a management tool*



Closing

Director
of
Strategic Management Services

Jerry Simonoff



Thank You

Adjourned

